

## Review of the Best and Final Proposals

### Jail Privatization

February 3, 2006

## **Introduction**

In August 2005, a small review committee consisting of Sheriff Mark Luttrell, Harvey Kennedy, CAO, Sheriff's Department, Andrew Taber, Director, Division of Corrections, Jim Huntzicker, Director, Division of Finance and Administration, and Sybille Noble, then Administrator of Purchasing (the "Review Committee") met to discuss the proposals received from The GEO Group and Corrections Corporation of America and the report of the Technical Review Team submitted in May 2005. One of the primary conclusions of the Technical Review Team was that additional information was needed for a more thorough evaluation. The Technical Review Team concluded that, in some areas, the proposals indicated that the proposers were not familiar with some aspects of the Jail's and Correctional Center's operations sufficiently enough to adequately estimate the costs (for example, inmate transportation to and from the courts and The Med). In addition, since the completion of the work of the Technical Review Team, the federal district court with Jail oversight had entered a purgation order with the respect to the Jail, but with conditions attached.

In light of the foregoing, the Review Committee recommended asking the proposers to submit best and final proposals based on conditions and assumptions that the Review Committee determined. Additionally, this was also an opportunity to ensure that the proposers submitted comparable proposals. In the earlier RFP, we asked the proposers to submit a proposal based on their own facility concept. In the new request for best and final offer, the Review Committee would specifically provide the bases for a desired facility concept. The Review Team also asked each proposer to assume the inmate population specified in the requirements document.

Prior to submission of the best and final offers, each proposer had the benefit of a personal interview with the Review Team to ask questions and to clarify any aspects of the requirements.

The Review Team is, therefore, satisfied, that the best and final offers received represent the proposers' best estimates of the costs to operate the Jail and the Correctional Center under the County's operational requirements. The County's requirements for the best and final offers are set out in Attachment 1.

This report will compare the responses of each proposer to each of the proposal requirements, and discuss the quality of the responses received, including any operational deficiencies contained in the responses, if any.

## Facility Capacity and Design

Proposers were asked to assume, for purposes of the Best and Final Proposal:

- that the Facilities will be built on County-owned land located adjacent to the Correctional Center;
- a Jail capacity of 3350 inmates, including 350 women that can be housed at the Jail East location, and a Correctional Center inmate population of 3000, including 350 women;
- the County requires 2,380 beds in double cell blocks, 300 single cells, and 500 beds in dorms for the Jail;
- the County requires 836 beds in double cells and 2164 beds in dorms for the Correctional Center; and
- that all facility maintenance costs will be the responsibility of the proposers, including the responsibility for capital maintenance with no contribution from the County.

Proposers were asked to provide the estimated cost of construction and explain the basis for the estimated cost.

CCA	GEO
CCA proposes a new <b>Jail</b> facility that would house 3150 beds, including 2,200 double cell beds, 360 single bed cells, 196 multi-custody beds (incl. 40 beds for mental health and medical needs and 116 dormitory beds), 384 additional dorm beds, and 50 juvenile beds.	GEO proposes a new <b>Jail</b> facility with a 3,158-bed capacity that includes 2208 double cell beds, 500 dorm beds, 300 single cell beds, 100 medical/mental health beds, 50 juvenile beds and 64 segregation beds.
Estimated cost of the facility: \$187,250,238	Estimated cost of the facility: \$146,045,341
Square footage: 581,753 sq. feet	Square footage: 737,200 sq. feet
Cost per sq. ft.: \$321.87	Cost per sq. ft.: \$198.11
Cost per bed: \$59,445	Cost per bed: \$46,246
A <b>Correctional Center</b> facility would house 2704 beds, including 836 double cell beds, 1868 dorm beds, and 14 juvenile beds. The facility makes provision for mental health and medical beds for both men and women.	GEO's proposed <b>Correctional Facility</b> is designed for 2,872 beds, including 844 double cell beds, 1736 dorm beds, 94 seg beds, 184 medical/mental health beds, and 14 juvenile beds.
Estimated cost of the facility: \$127,835,856	Estimated cost of the facility: \$
Square footage: 427,180 sq. ft.	Square footage: sq. ft.
Cost per sq. ft.: \$299.26	Cost per sq. ft.: \$
Cost per bed: \$47,277	Cost per bed:
	<b><i>GEO chose to quote on the construction of only one facility using its internal funds.</i></b>

## Jail Purgation Order

The Jail Purgation Order was received after the submission of the original proposals. Therefore, the proposers were asked to reflect in the best and final offer how and whether the 14 operational factors in the purgation order have been incorporated into the proposal in terms of staffing, facility design, policies and procedures, etc.

CCA	GEO
CCA's proposal includes a commitment to compliance with the 14 factors. Staffing patterns assume direct supervision on the 1 <sup>st</sup> and 2 <sup>nd</sup> shift, and control pod on the 3 <sup>rd</sup> shift. CCA's proposed staffing pattern includes a dedicated 60 member Disturbance Response Team. CCA assumes that the County will retain the Population Management function.	GEO acknowledges the incorporation of all 14 factors. Direct supervision is maintained on the first two shifts. The proposal assumes 18 Jail employees to staff Gang Control, 7 FTE's for Jail investigation of crimes and inmate discipline, and 60 FTE's to staff the Jail Disturbance Response Team. The County would incur additional costs if the employee-staffing proposal is deemed insufficient. GEO assumes that the County will retain the Population Management function.

## Inmate Transportation

The Review Committee believed, in the first responses, that the proposers did not demonstrate a thorough understanding of the transportation challenges of a facility built outside downtown. Therefore, the proposers were asked to provide a complete description of anticipated transportation operations, including staffing levels, vehicles, standard operating procedures, etc.

CCA	GEO
CCA proposes to provide a total of 8 transport vans for the <b>Correctional Center</b> population and 2 transport vans and 6 transportation buses for the <b>Jail</b> population to meet the transportation needs.  CCA will continue to use the video arraignment system at <b>Jail East</b> and is interested in expanding video arraignment for the male Jail population. CCA proposes to work closely with defense attorneys and court officials to implement an acceptable video arraignment system.	<b>Jail:</b> GEO proposes 48 FTE's to support transportation, and 29 vehicles: 20 15-passenger diesel vans, with special equipment 5 Utility vans 1 48-passenger bus 2 Perimeter patrol – 6 cylinder pickup  <b>Correctional Center:</b> GEO proposes 7 FTE's and 17 vehicles 8 15-passenger diesel vans, with special equipment 5 Utility vans 1 48-passenger bus Perimeter patrol – 6 cylinder pickup

## **Inmate Programs**

Again, the Review Committee questioned the extent of the inmate programs that would be provided by the proposers under the privatization proposals. Therefore, each proposer was asked to detail the specific inmate programs that would be provided under the best and final proposals. A schedule of the specific programs cited for each facility is set out in Attachment 2.

## Inmate Medical Services

Provide staffing (FTE's by job type) for the provision of medical services.

Position	Jail	CCA	GEO
Health Services Administrator	1.00	1.75	1.00
Medical Director	1.20		
Physician	1.00	1.00	*2.00
ARNP/PA	1.50	3.75	6.00
Director of Nursing	2.00		1.00
Clinical Supervisor	1.00	2.75	3.00
Nursing Supervisors	3.00		
RN	10.00	16.00	23.00
LPN	29.4	30.00	30.00
Medical Assistant	2.00		1.00
Dentist	1.15	2.00	*1.33
Dental Assistant	1.15	2.00	2.00
Dental Hygienist			1.00
Mental Health Professionals and Workers	7.75		
Mental Health Coordinator	1.00	3.75	1.00
Psychologist		1.00	7.00
Psychiatrist	1.35	1.00	*1.13
X-Ray Technician		1.00	
Pharmacy Technician	1.00		3.20
Director Medical Records	1.00		
Medical Records Clerk	6.00	4.75	14.70
Administrative Clerk/Secretary/Ward Clerk	4.00	1.00	1.00
Total	76.50	71.75	99.36

\* Includes the following contract labor:

Dentist	60 hours per week
Physician	80 hours per week
Psychiatrist	48 hours per week

<b>Position</b>	<b>Correction Ctr</b>	<b>CCA</b>	<b>GEO</b>
Health Services Administrator	1.00	1.25	1.00
Physician	1.00	1.00	*2.00
ARNP/PA		2.25	
Clinical Supervisor	2.00	1.25	2.00
RN	10.4	10.00	16.00
LPN	27.8	22.00	16.00
Nurse Practitioner	1.00		2.00
Medical Assistant			5.00
Dentist	.8	2.00	*1.33
Dental Assistant	.8	2.00	2.00
Dental Hygienist		1.00	1.00
Mental Health Coordinator		3.25	1.00
Psychologist			6.00
Psychiatrist	.25	1.00	*.33
X-Ray Technician		1.00	
Pharmacy Technician			3.20
Medical Records Clerk	2.00	4.25	6.40
Administrative Clerk/Secretary	1.00	1.00	1.00
	1.00		
<b>Total</b>	<b>49.05</b>	<b>52.25</b>	<b>*66.26</b>

\* Includes the following contract labor:

Dentist        60 hours per week  
Physician      80 hours per week  
Psychiatrist    20 hours per week

**Cost Breakdown for Inmate Medical Services:**

<b>Description</b>	<b>Jail</b>	<b>CCA</b>	<b>GEO</b>
Salaries and Benefits	\$4,355,628	\$5,806,901	\$6,228,702
Contract/Outside Services	38,006	1,591,527	1,399,710
Pharmacy	524,332	1,865,574	832,500
Other Operating Expenses	982,486	985,295	487,766
<b>Total</b>	<b>\$5,900,452</b>	<b>\$10,249,297</b>	<b>\$8,948,678</b>

<b>Description</b>	<b>Corrections Center</b>	<b>CCA</b>	<b>GEO</b>
Salaries and Benefits	\$2,847,000	\$4,237,938	\$4,174,070
Contract/Outside Services	110,000	359,813	1,314,300
Pharmacy	560,000	1,720,546	777,000
Other Operating Expenses	729,958	897,258	456,712
<b>Total</b>	<b>\$4,246,958</b>	<b>\$7,215,555</b>	<b>\$6,722,082</b>

<b>Description</b>	<b>Combined Jail/Corrections</b>	<b>CCA</b>	<b>GEO</b>
Salaries and Benefits	\$7,202,628	\$10,044,839	\$10,402,772
Contract/Outside Services	148,006	1,951,340	2,714,010
Pharmacy	1,084,332	3,586,120	1,609,500
Other Operating Expenses	1,712,444	1,882,553	944,478
<b>Total</b>	<b>\$10,147,410</b>	<b>\$17,464,852</b>	<b>\$15,670,760</b>



## Employees

Provide the specific staffing levels assumed in the best and final cost proposal.

Category	Jail	CCA	GEO
Executive Office	27.00	8.00	35.00
Business/Support		23.00	39.00
Maintenance	21.00	10.00	16.00
Food Service	Contract	6.00	34.60
Health Care	Contract	71.75	112.20
Programs	36.00	11.00	51.00
Security Supervisors	118.00	28.00	140.33
Intake/Release Unit	84.00	232.00	195.33
Correctional Officers	902.00	313.00	596.34
Clerical Staff			31.33
Education		8.00	
<b>Total</b>	<b>1188</b>	<b>710.75</b>	<b>1251.13</b>

Category	Corrections Center	CCA	GEO
Executive Office		8.00	25.00
Business/Management /Support	56.00	20.00	21.00
Maintenance	33.00	9.00	12.00
Food Service	36.00	5.00	14.00
Health Care		52.25	62.60
Programs	152.00	24.00	71.00
Security	141.000	108.00	87.33
Unit Management/Officers	214.00	215.00	
Correctional Officers			379.00
Clerical Staff			31.33
Education	11.33	23.00	
Inmate Records	15.00	15.00	15.00
Diagnosis & Classification	9		
<b>Total</b>	<b>667.33</b>	<b>464.25</b>	<b>671.93</b>

## Employee Benefits

List all employee benefits provided. Include the employer monthly costs to provide them, and the amount of the employee's monthly contribution to each. If cost is based on salary, use the average salary of a correctional officer selecting single coverage.

Type	County	Employee	CCA	Employee	GEO	Employee
Medical	\$253.72	\$127.16	\$278.04	\$80.26	\$232.89	\$40.00
Dental/Vision	\$0	\$7.54 (Dental only)	\$0	\$16.89	\$10.29	\$13.26
Short-Term Disability	\$0	\$120.75	\$140.66	\$0	\$15.28	\$15.28
Long-Term Disability	100%	\$0	\$0	\$12.65	Not available	Not available
Employee Assistance Prog	100%	\$0	100%	\$0	100%	\$0
Life/AD&D	\$27.06	\$11.48	\$15.25	\$0	100%	\$0
401(k)	Not available	Not available	100% Company match up to 5%	Contribution up to 5%	50% Company match up to 3%	Contribution up to 30%
457 Deferred Compensation	No match	Contributions up to \$15K	Not available	Not Available	Not Available	Not Available
Defined Pension	\$444.17	\$205.00	Not available	Not Available	Not Available	Not Available

## Financial Terms

Each proposer was requested to describe the financial model being proposed. The County's requirement was for an off-balance sheet transaction. Proposers were required to provide separate costs for the two facilities.

Description	CCA	GEO
Term of Contract	One year contract, with four renewal terms of one year each.	Twenty-year term with unlimited 5-year options to renew.
Financial Model	Will use own funds to construct the new facilities. The County would pay a fee for the services based on a per diem for each inmate actually in custody during the preceding month. The County would have no minimum or fixed payments due and would have the right to terminate. CCA would grant County the right to purchase the facility in the event of termination.	GEO will source the funds for the design and construction of one of the two proposed new facilities (but not both) from private sources and will make the completed facility beds available to the County through a lease (to be funded from County general funds only and subject to annual appropriate risk). The County would have no obligation to pledge any other sources of revenue other than general fund appropriations to the payment of the annual facility lease. The lease and all associated documents would be structured so that the transaction is absolutely "off-balance-sheet" and non-recourse to the County. GEO would give the County the right to purchase the facility in the event of termination.
Escalations	Annually based on CPI	Annually, based on CPI

## Financial Proposals

The financial analyses of the responses are contained in Attachments 3 and 4 to this report.

## **Evaluations and Conclusions**

Based on a review of the information received in the best and final offers, the Mayor and Sheriff Luttrell, with input from the Review Committee, rejected both proposals for privatization. Some conclusions reached include the following:

### ***Facility Capacity and Design***

In the CCA proposal, although the design did account for all of the required beds, the staffing plan did not include all the staff required. Specifically, the proposal omitted the staffing for a 384-bed dormitory. In comparing the financial proposals submitted by the proposers to the proposed cost of the Sheriff to operate a new Jail, the Review Team adjusted the proposers' submitted costs based on the Sheriff's Department's estimate of the operational costs to operate the omitted POD.

### ***Jail Purgation Order***

The Review Team continues to question either firm's complete understanding of the Court Order, and the efforts that were made to obtain the Purgation Order. Without that understanding, it is difficult for the Review Team to assess how well this responsibility would be handled under privatization. The responses in the Best and Final Offers shed insufficient light on the level of commitment the vendors were willing to assume.

### ***Inmate Transportation***

Although both proposers submitted additional detail regarding the proposed transportation activities, neither submitted the level of detail needed for a complete evaluation of the transportation plan. Therefore, the Review Team could not accept the responses as complete and sufficient enough to evaluate the effectiveness of the plan.

### ***Inmate Programs***

The largest concern with respect to programs was the limited number of FTE's assigned by CCA in its proposal to programs. While GEO would assign 51 employees, CCA would have assigned a mere 11 FTE's. Currently, the Jail operations employ a staff of 22 counselors and 4 full-time religious leaders. The Jail has over 200 volunteers and has contracts for GED and MRT. CCA proposes to contract a large part of its program services to MINACT, a company with no Corrections experience. Neither Corrections nor the Sheriff's Office had confidence in the ability of MINACT to quickly overcome this obvious lack of experience. Failing to do that would raise new issues for both the Jail and Correctional Center.

### ***Inmate Medical Services***

CCA proposed below current level staffing for the provision of medical services under its proposal. This is problematic for two significant reasons. The Jail is currently under a Department of Justice order with respect to medical services that requires a stated level of staffing. We provided a copy of that order to the proposers for incorporation into their proposals. Nonetheless, CCA continues to respond with fewer than the required level. In addition, the DOJ is now calling for additional staffing for medical services based on the increase in jail population since the original order. Therefore, we will require more, not fewer, personnel for the ongoing provision of services. The CCA proposal lacked that basic understanding.

### ***Employees***

The Review Team questioned the staffing levels proposed by both proposers for operation of a new Jail. CCA proposed a total of 710.75 to operate the Jail, versus 1251 for GEO. CCA's seemed too low for effective operations, and GEO's appeared too high for the cost proposal submitted. The Sheriff's Department would operate with 800 employees if it built and operated a new Jail.

### ***Employee Benefits***

While the overall costs to employees of health and medical benefits are lower with both CCA and GEO, the biggest disparity between County-operated and privately operated facilities is the pension plan. Many private companies are moving to contribution based plans that reduce the financial liability of those employers. The County, on the other hand, maintains a defined benefit pension plan. This will remain a significant factor in any consideration of outsourcing.

### ***Financial Proposals***

Because the GEO proposal had a significantly higher per diem, the per diem was based on capacity and not actual, the Review Team eliminated the GEO proposal from serious consideration at this point.

Correctional Center: GEO did not propose to build a new Correctional Center at this time. Its proposal was based on the construction of only one new facility. Therefore, it proposed the construction of a new Jail, which is where the need seems the greatest. If we determined that we would want GEO to consider the construction and operation of the Correctional Center only, we could ask for a proposal for that facility only at a later time. The cost comparisons between our current operations and the proposal by CCA are attached as Attachment 3. The County's per diem costs are lower than CCA's proposed costs by \$6.28 per day, per inmate.

Jail: The difference in costs between the CCA proposal and the Jail's current costs is approximately \$5.14 million. If the County builds a new Jail for the Sheriff's Department, the County could operate the Jail as efficiently as CCA (see Attachment 4).

*Conclusions:*

The Mayor rejected the proposals to privatize the Correctional Center for the following reasons:

- Neither proposal offered substantial savings in the operation of the Correctional Center.
- With privatization, the County limits its future options regarding state prisoners. Without privatization, a decision could be made to terminate these operations.
- We do not know the effect of the proposed construction of a new facility on the current state subsidy for payment of indirect costs.

The Sheriff rejected the proposals to privatize the Jail for the following reasons:

- The current staff at the Jail and the management team that oversees corrective action have made significant progress to bring the county out of the scrutiny of the Federal Court. After decades of constantly being monitored, the Court recognized the efforts of our staff as being the deciding force for the Court Order to be lifted. To sacrifice their efforts for a private company's standard of quality poses a great risk to the county.
- There was a concern on the part of the Review Committee and the Sheriff that the proposals did not provide a true indication of the total cost to effectively manage the jail. The staffing plans and descriptions of the various programs to be offered did not convince reviewers that the current level of operations could be maintained under privatization at the proposed costs. Specifically, the CCA staffing plan omitted one entire 384-bed dorm. In addition, the Chief Jailer did not believe that sufficient staff was included in either plan to meet the district court's Direct Supervision requirement.
- Management of the Jail did not believe that either proposal provided sufficient inmate programs to meet the mandates of the Court Order or the DOJ requirements.
- The Sheriff's staff did not believe that the issue of inmate transportation to courts on a daily basis or to The Med was sufficiently planned or staffed.
- The CCA proposal with respect to correctional medical services contained fewer employees than currently provided and currently required by the Department of Justice order.
- Most importantly, it became clear that operational savings offered by the private companies were predicated on the construction of a new, labor-efficient jail. Both companies declared during the review of their proposals, that they could not offer meaningful savings if they had to operate in our existing facility. This further convinced the Sheriff that other options should be explored to see if a method of funding a new jail and operating with a smaller county staff was a viable objective.

## **Shelby County Proposal Requirements**

Please build your final cost proposal assuming all the following. Where additional information is requested, please provide in full detail.

### **New Facilities**

Assume in your proposal that the Facilities will be built on County-owned land located adjacent to the Correctional Center. You may also submit an alternate proposal for a location other than the east location. (You may assume, again, that the County assumes the land costs.) However, if you submit an alternate proposal, please reflect all the costs related to the alternate location, particularly transportation.

In your facility design, please assume a Jail population of 3350 inmates, including 350 women that can be housed at the Jail East location, and a Correctional Center inmate population of 3000, including 350 women. Your design should assume 836 beds in double cells and 2164 beds in dorms for the Correctional Center, and 2,380 beds in double cell blocks 300 single cells, and 500 beds in dorms for the Jail. Please indicate how your facility design incorporates the need for minimum security, medium security and single isolation cells for high-security inmates.

Assume that all facility maintenance costs will be the responsibility of the proposer. Do not assume any contributions from the County even for capital maintenance.

Provide your estimated cost of construction and explain the basis for your estimated cost (dollars per square foot, cost per inmate, etc.)

### **Operations**

When we issued the RFP, our Jail operation was under federal court supervision. The contempt order that required the supervision has since been purged, but on condition that the operational factors that were credited with improving the Jail operations would continue unabated. Those 14 factors are set out in a separate attachment. Please reflect in your final proposal how these factors have been incorporated into your proposal in terms of staffing, facility design, policies and procedures, etc.

Being an inner city operation, Shelby County has a disproportionate number of inmates with mental health needs. Please assume 100 restricted beds for medical and mental health needs in the Jail, and 184 restricted beds in the Correctional Center. Also provide beds for juveniles with 40 beds in double cells and 10 beds in single cells for the Jail, and 14 beds in single cells for the Correctional Center.

We believe that inmate transportation will be a critical factor if a new facility is located anywhere outside downtown Memphis. Currently, the Jail transports about 350 inmates to the Courts (all located downtown) daily. The Correctional Center transports approximately 38 inmates daily to the Courts, and 24 inmates daily to the hospital or medical clinics. Assume that you will have access to the jail Annex for use of the tunnels and holding tanks, and that you will be required to deliver the inmates (with appropriate security escorts) all the way through the tunnels for hand-off to the courtroom deputies. The Correctional Center also supervises worklines that leave the facility daily. A workline includes, on average, 1281 inmates, is transported a maximum of 50 miles roundtrip daily, and remains off-site for approximately 10 hours. Worklines go out on a daily basis. Assuming these operational needs, please provide a complete description of anticipated transportation operations, including staffing levels, vehicles, standard operating procedures, etc.

Assume all Jail booking will occur at the new facility.

Please specify the specific inmate programs, at a minimum, that would be provided under your final proposal.

We provided in our earlier responses the Department of Justice Consent Decree that mandated the staffing levels required for correctional medical services in the Jail. Explain specifically the staffing (FTE's by job type) you anticipate for the provision of medical services in the proposed operations. We also want to see the breakout of all your costs for correctional medical services. Explain how you intend to provide services to the inmates with mental health needs.

## **Employees**

Based on your facility design and the County's operational requirements, provide the specific staffing levels assumed in your cost proposal.

List all employee benefits provided. Include your costs to provide them, and the amount of the employee's contribution to each. If the cost is based on salary, assume the average salary of a correctional officer.

Describe any guarantee of employment to the County's current employees. If the proposer cannot hire all the County's employees, describe your hiring process and decisionmaking.

Please assume in your final proposal that we require all existing County employees you employ will retain their current salaries. You are free to employ new employees at market or other rate that you determine. However, *as an alternate proposal*, we also *require* you to submit employee costs that assume all employees are paid at true market levels for Shelby County.

## **Financial Terms**

All costs should be submitted in today's costs.

Please describe your financial model. The model must provide an off-balance sheet transaction to the County.

Please provide the minimum contract term, and the County's options upon termination.

If any cost escalations are anticipated, explain. How will escalations be determined?

We are requiring that you provide separate costs for Jail and Correctional Center operations. We will reject any final proposal as unresponsive that does not provide a separation of these costs. If you believe that there are efficiencies to be gained from a combined operation, you may also submit, *as an alternate*, a combined cost proposal.



**Comparison of Inmate Programs****Attachment 2**

<b>Name/Description of Program</b>	<b>Jail</b>	<b>CCA</b>	<b>GEO</b>
Alcohol and Drug	X	X	X
GED Program	X	X	X
Anger Management	X	X	X
Memphis City Schools	X	X	X
Life Skills program	X	X	X
DUI program	X	X	X
Moral Reconciliation Therapy	X	X	X
Stop the Violence	X	X	
Cross Cultural (Spanish)	X	X	
Religious Volunteers	X	X	
Program Volunteers	X	X	
Literacy	X	X	
Job Readiness	X	X	
Parenting	X	X	
Sisters to Sisters	X	X	
Addictive Behaviors	X	X	
Nonresidential Substance Abuse Treatment		X	
Substance Abuse Educ.		X	X
Thinking for a Change		X	
Adult Basic Education		X	
College Credit by Exam		X	
Community Re-entry and Job Development		X	
Champions for Life		X	
Life Principles Community/Residential Faith Based Community		X	
General Office Clerk		X	
Specialized Programs for Juveniles		X	
Specialized Programs for Women		X	

<b>Name/Description of Program</b>	<b>Correction Ctr</b>	<b>CCA</b>	<b>GEO</b>
GED	X	X	X
Adult Basic Education	X	X	X
Special Education	X	X	
College Credit Opportunities		X	
Carpentry	X	X	
Computers	X	X	
Plumbing	X	X	
Plasterers, Drywall Installers and Finishers and Lathers	X	X	
Landscaping and Grounds Maintenance Laborers	X	X	
Floor Covering Installers	X	X	
Habitat for Humanity	X	X	
Distance Learning		X	
Pre-Release and Living Skills	X	X	
Substance Abuse Education	X	X	X
Cognitive Critical Thinking Skills	X	X	
Parenting and Family Dynamics	X	X	
Health Education	X	X	
Employability	X	X	
Money Management	X	X	
Interpersonal Skills	X	X	
Residential Drug Abuse Programs	X	X	
Outpatient Substance Abuse Treatment Groups	X	X	
Cognitive Behavioral Programs (MRT, CALM)	X	X	X
Champions for Life		X	
Life Principles Community Program/Residential Faith Based Community	X	X	
Parenting for Mothers and Mothers-To-Be	X	X	
Surviving and Avoiding Domestic Violence	X	X	
Abuse Prevention programs	X	X	
Women's Nutrition Issues	X	X	
Healthy Roles and Responsibilities	X	X	
Time Out for Me		X	
Partners for Parenting	X	X	
Helping Women Recover	X	X	

Specialized Programs for Juveniles	X	X	
Work Release	X		
Sex Offender Treatment	X		
Mental Health Unit	X		
Memphis City Schools	X		
Upholstery Program	X		
Sycamore Industries	X		
Happy Hats	X		
Religious Volunteers	X		
Program Volunteers	X		
LAPP	X		
Second Chance Program	X		
Weekender Program	X		
Day Reporting Center	X		
Library and Legal Aid Services	X		
Bridges to Freedom	X		
Cage Your Rage	X		
Relapse Prevention	X		
Time to Read	X		
Expressions	X		
Changes	X		
Turning Point	X		
Standing Tall	X		

## Division of Corrections Information on Prisoner Costs

### CCA                      County

CCA Cost per day at 3,000 inmate population under Alternate Proposal with market wages	46.06	
County Cost per day FYE June 30, 2005 at 2,618 inmate population		45.74
County net costs for FYE June 30, 2005		43,715,101
County costs not covered by CCA:		
Inmate Records Office	436,058	
Costs (part of Cost per Day Calculation) not stopping with CCA		
Equipment Depreciation	208,192	
Building Depreciation	650,024	
Indirect Costs	<u>2,393,037</u>	
Total other costs	3,687,311	
Converted to Cost per Day at 3,000 inmate population	3.37	
Additional personnel costs (30 CO's) to support inmate population of 3,000		1,193,925
Additional operational costs to support inmate population of 3,000		951,482
Annual Debt Service on \$18.5 million of improvements (food service bldg & housing)		<u>1,387,500</u>
Total county costs at 3,000 population		47,248,008
Comparable Costs Per Inmate Day at 3,000 inmate population	49.43	43.15

<i>Options</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>
	<b>Jail FY 06 Est. Costs</b>	<b>Proposal CCA</b>	<b>Proposal GEO</b>	<b>County Operated w/New Jail</b>
Salaries	\$ 44,198,853			
Other Compensation	2,748,280			
Fringe Benefits	13,764,728			
Total Personnel Costs	\$ 60,711,861			\$ 42,400,000
Supplies	\$ 2,080,500			\$ 2,080,500
Services	219,500			219,500
Professional & Contract	5,242,000			5,242,000
Rent, Utilities & Maint.	1,570,000			1,570,000
Asset Acquisition	16,000			16,000
Total O & M	\$ 9,128,000			\$ 9,128,000
Total General Fund	\$ 69,839,861			\$ 51,528,000
Medical Contract Costs (from Health Dept. Budget)	\$ 5,900,451			\$ 5,900,451
<b>Jail Operating Cost</b>	<b>\$ 75,740,312</b>	<b>\$ 70,965,855</b>	<b>\$ 73,971,630</b>	<b>\$ 57,428,451</b>
Debt Service on New Jail	\$ -	\$ -	\$ -	\$ 12,600,000
<b>Jail Cost + Debt Service</b>	<b>\$ 75,740,312</b>	<b>\$ 70,965,855</b>	<b>\$ 73,971,630</b>	<b>\$ 70,028,451</b>
Average Daily Population	2,700	2,700	2,700	2,700
<b>Per Diem</b>	<b>\$76.85</b>	<b>\$72.01</b>	<b>\$75.06</b>	<b>\$71.06</b>
Operations Per Diem	\$76.85	\$60.05	\$ 63.87	\$58.27
Facility Per Diem	\$0.00	\$11.96	\$ 11.19	\$12.79
Allocated Costs	\$ 1,664,000	\$ 1,000,000	\$ 1,000,000	\$ 1,664,000
Compliance Team Costs		\$ 300,000	\$ 300,000	
<b>Adjusted Jail Cost</b>	<b>\$ 77,404,312</b>	<b>\$ 72,265,855</b>	<b>\$ 75,271,630</b>	<b>\$ 71,692,451</b>
<b>Adjusted Daily Cost</b>	<b>\$78.54</b>	<b>\$73.33</b>	<b>\$76.38</b>	<b>\$72.75</b>
<b>FTE's</b>	<b>1,188</b>	<b>760</b>	<b>1,251</b>	<b>800</b>
<b>Inmate/Staff Ratio</b>	<b>2.3</b>	<b>3.6</b>	<b>2.2</b>	<b>3.4</b>

All options assume an average daily Jail population of 2,700 inmates

Option A displays best estimate of the actual operating costs for the Jail during FY 06

Option B displays the CCA proposal adjusted for staff positions omitted in the proposal but considered essential to the proper operation of the Jail by the Review Committee

Option C provides the GEO proposal without adjustment. The FTE total is inconsistent with the offered per diem.

Option D assumes a County operated, newly constructed Jail with construction costs of \$175 million and debt service at 7.2% of asset cost. Also assumes an adjustment for entry salaries to a more market based level.